

# Public Health Improvement Training:

Advancing Performance in Agencies, Systems and Communities

## Agenda & Session Descriptions

April 24-25, 2014

The Public Health Improvement Training (PHIT): Advancing Performance in Agencies, Systems and Communities offers a variety of interactive learning and skill-building sessions designed for different experience levels. PHIT provides participants opportunities for training in performance improvement topics such as:

- Quality improvement
- Facilitating group processes
- Performance management and performance measures
- National voluntary accreditation
- Strategic planning

### Experience Level Tracks

- 1 = Level 1/ Less experience needed
- 2 = Level 2/ More experience beneficial
- 12 = for either level

PHIT 2014 Goal: To increase the public health workforce's implementation of public health agency, system and community health improvement processes.

Objectives: Following the Public Health Improvement Training, participants will be better able to

1. Prepare for public health agency accreditation
2. Structure processes to assess and improve agency, systems or communities
3. Employ performance management systems
4. Utilize public health improvement tools

## Thursday, April 24, 2014

<b>7:00</b>	Registration Opens (Great Room Foyer)
7:30 – 8:30	Breakfast (All meals are available for purchase from the attached food court and hotel.)
<b>8:30 – 9:00</b> Great Room I	<p><b>Welcome and Introduction</b>  <i>Craig Thomas, Office for State, Tribal, Local and Territorial Support, CDC</i>            Craig Thomas will welcome you to PHIT 2014 and highlight success stories from the field. Practical tools and resources available through CDC's Office of State, Tribal, Local and Territorial Support will be showcased, including the National Public Health Performance Standards (NPHPS) and the Prevention Status Report.</p>
<b>9:00 – 10:00</b> Great Room I	<p><b>PHITing it all Together</b>  <i>Panelists: Chelsie Huntley, Minnesota Department of Health, Israel Nieves-Rivera, San Francisco Department of Public Health; Moderator: Laurie Call, Illinois Public Health Institute</i>            Do you ever feel overwhelmed by the variety of existing and potential improvement activities your organization is facing? This discussion will focus on how multiple efforts and tools work together both in implementation and in outcome. The panelists will share an approach to the efforts, the steps they have taken, and why they have found it successful.</p>

10:00 – 10:30 Break

**10:30 – 11:45 LAUNCHING SESSIONS**

Expand your network by engaging with colleagues from across the country who are advancing performance in similar settings. Facilitated discussion will explore challenges and questions and determine how PHIT 2014 can help you address them.

Great Room 1  
Focus  
Great Room 2  
Industry 2  
Industry 3  
Industry 4

1. **Cities/ Counties/ Districts** (Jessica Fisher)
2. **Rural Jurisdictions** (Reena Chudgar)
3. **Centralized States** (Denise Pavletic)
4. **Decentralized States** (Kimberly Moore-Smith)
5. **Tribes** (Vicki Tall Chief, John Stafford & Melody Parker)
6. **Territories** (Donna Marshall)

11:45 – 1:00 Lunch (Attached food court is accessible from the Mezzanine Level.)

**1:00 – 2:30 SKILL BUILDING SESSIONS I**

Great Room 1

1. **2 Building and Sustaining A Culture of Quality Improvement in Health Departments** (repeated session)

*Erinn Monteiro, National Association of County and City Health Officials*  
*John Moran, Public Health Foundation*

The public health field is a dynamic, continually changing environment with new health issues emerging every day. In recent years, QI has been introduced to and embraced by the field of public health as a means to achieve efficiencies and improve quality of services during a time of tough economic and political pressures. According to a comparison of the National Association of County and City Health Official's National Profile of Local Health Departments from 2010 and 2013, the percentage of reporting LHDs that have implemented formal, agency-wide QI has increased from 15% to 23%. Though this is an encouraging statistic with regard to the advancement of QI in the field, almost half of reporting LHDs have still not implemented any formal QI efforts in their agencies. Beyond discrete process improvements, achieving and sustaining an integrated agency-wide culture of QI is necessary to achieve efficiencies and ultimately impact health outcomes. Once LHDs have taken the initial steps of learning about and implementing successful QI efforts, it is important to anchor this progress, sustain a culture of QI, and not revert back to the old status quo. In this interactive session, participants will discuss what it means to have a culture of QI and offered strategies to cultivate and sustain this culture. Participants will also engage in an interactive activity to assess where their agency is with respect to cultivating a QI culture, how to grow and sustain their QI culture, and identify challenges they will have along this journey. Participants interested in using QI in their agencies but are unsure of how to build upon and sustain the early stages of a QI culture will walk away from this session with an understanding of how to overcome barriers, maintain progress, and continuously sustain improvements.

Industry 4

2. **1 Introduction to Performance Management and QI**

*Margie Beaudry, Public Health Foundation*  
*Amanda McCarty, West Virginia Department of Health and Human Services*

This session will introduce the core elements of a performance management (PM) system and the basic tenants of quality improvement (QI). This session will help participants identify areas of strength and areas for improvement in their agencies' current PM practices and how to relate PM and QI to one another. Participants will also begin to understand the process of building a QI culture and QI capacity within their agencies.

Industry 3

3. **1 Health Status Data for Health Assessment**

*Vickie Boothe, Office of Public Health Scientific Services, CDC*

This workshop is meant to provide direct, specific guidance on accessing and using health status and health determinant data as part of a community health improvement process, with opportunities for participants to practice the skills learned. Facilitators will work through specific tool(s) with a data/ analytic focus. Participants will have an exercise on what data should be collected and where/how to get it, including tools for comparing local data with national benchmarks and how to choose data points that are relevant to the prioritization process. Tools for selecting evidence-based interventions will also be discussed.

Great Room 2

4. **12 Effective Facilitation for Performance Improvement**

*Jess Lynch and Laurie Call, Illinois Public Health Institute*

Performance improvement is the ultimate goal of accreditation, community assessment and planning, strategic planning, and building a culture of quality within an organization. To be successful at leading such efforts, effective facilitation and leadership are essential. This session will focus on enhancing and developing skills to lead teams, facilitate effective team meetings, manage group dynamics, and create synergy for action. Whether you are leading quality improvement (QI) teams, community health improvement action teams, or organizational teams, the skills and techniques shared in this workshop are transferable.

Focus

5. **12 Sharing Resources Across Jurisdictions: A Roadmap to Success**

*Pat Libbey and Gianfranco Pezzino, Center for Sharing Public Health Services*

Is your health department considering sharing resources or services with another health department? Are you currently implementing a shared services approach across a political boundary? Increasingly, public health officials and policymakers are turning to this type of cross-jurisdictional sharing (CJS) to improve efficiencies and effectiveness and enhance accreditation readiness.

The Center for Sharing Public Health Services, funded by the Robert Wood Johnson Foundation, serves as a national resource on CJS. The Center studies and supports the concept of shared public health services across the nation. The Center captures best practices and challenges from 16 teams across the country (involving 75 health departments and 122 geopolitical jurisdictions) that are engaged in a range of activities related to exploring, developing, implementing, and/or improving public health CJS initiatives. Drawn largely from this field work, the Center has developed a free, web-based tool to help guide jurisdictions that are considering or adopting CJS approaches. Called *A Roadmap to Develop Cross-Jurisdictional Sharing Initiatives*, it can help jurisdictions determine where to start CJS efforts, anticipate critical issues at each phase, overcome barriers that are blocking progress, and find tools and resources to use along the way. The team leader from a six-jurisdiction demonstration site will share their experience and connect their activities to the *Roadmap* tool. Attend this session to learn what the *Roadmap* can do for you.

Industry 2

6. **12 National Public Health Performance Standards (NPHPS) Simulation**

*Mary Kate Allee, National Association of County and City Health Officials*

Join this interactive session to learn more about conducting the NPHPS state and local assessments. Participants will be encouraged to engage with each other and to learn through simulation how to address common challenges in conducting the assessment. This session will also highlight the unique data that is collected by completing the assessment.

2:30 – 3:00

Break

3:00 – 4:00

Great Room 2

**EXPERIENCES FROM THE FIELD**

1. **② Engaging Staff and Accreditation Documentation**

*Robert Hines, Houston Department of Health and Human Services*

*Heidi Gortakowski, Vermont Department of Health*

Identifying documentation and engaging staff in the accreditation process can be fun. This session will explore how a local and a state health department used interactive games to engage staff in the accreditation process. From *Zombie Apocalypse After Action Reports* to *Annual Reports on Nose-Hair Growth Rates*, the “City of Howiston” has its hands full with public health accreditation documentation! The Houston Department of Health will share how their “Good Doc, Bad Doc” game was created to address quality improvement, education, and marketing needs associated with staff participation in the accreditation process. The Vermont Department of Health will share how their strategies to engage staff and increase understanding of the accreditation process evolved during the two-year period between their accreditation pre-contemplation phase and their site visit. They will describe how they used a scavenger hunt as the homestretch effort to increase readiness for the site visit and help staff understand which documents made the final cut. With the essential services wheel as their de facto brand, staff were asked questions like, “What health campaign did the Health Department tweet about on June 24, 2013?” and correct answers helped fill in a trivia wheel wedge (by accreditation domain). Healthy but fun prizes brought out a fresh competitive spirit, and winners and correct answers were posted on the Department’s Intranet, along with links to more information.

Great Room 1

2. **② Performance Management: Align and Measure from a County and State Perspective**

*Seth Kidder, Lake County Health Department*

*Judy Hall, Washington State Department of Health*

During this presentation, Seth Kidder from the Lake County Health Department and Community Health Center will discuss creating a performance management system and aligning the performance measures with the community health improvement plan, the agency strategic plan, and employee goals. Judy Hall from the Washington State Department of Health will discuss and demonstrate a statewide multi-agency performance management system that utilizes an online tracking system.

Industry 4

3. **⑫ Strategic Planning from Principle to Practice**

*Laurie Call and Kristin Monnard, Illinois Public Health Institute*

This interactive workshop will provide practical experience for several key components of the strategic planning process including developing a shared mission, values, and vision and analyzing data and information to identify strengths, weaknesses, opportunities, and threats. The workshop will focus on the how-to of strategic planning, sharing stories from the field and exploring tools and resources to help with facilitation of these major steps in the strategic planning process. Participants will build their knowledge, skills, and confidence to lead strategic planning efforts within their own organizations through hands-on practice.

Industry 3

- 12 Innovative Community Health (Needs) Assessment (CH[N]A) and Community Health Improvement Process (CHIP) Partnerships**  
*Stephanie Kiser, Mission Hospital*  
*Marian Arledge, Buncombe County Department of Health*  
Mission Hospital and Buncombe County Department of Health are working together to improve community health through CH(N)A and the larger CHIP. This is achieved in part through participation in WNC Healthy Impact, a partnership between hospitals and health departments in western North Carolina (WNC). Across a 16-county region, partners are working together on a community health improvement process to assess health needs, develop collaborative plans, take coordinated action, and evaluate progress and impact. Participants in this session will learn how WNC Healthy Impact's infrastructure, process, and tools are used to engage and support hospitals and health departments in improving community health while helping meet reporting requirements. The session will highlight successes and lessons learned from public health and hospital representatives that have used the WNC Healthy Impact project to drive and engage in a collective impact approach to community health improvement at the local level.

Focus

- 12 Tips and Tricks from Planning a Health Assessment to Taking Action on the Implementation Plan**  
*Israel Nieves-Rivera, San Francisco Department of Public Health*  
*Valerie Polletta, Health Resources in Action*  
In coordination with nonprofit hospital and academic partners, as well as the broader San Francisco community, the San Francisco Department of Health (SFDPH) built on the success of their community health assessment (CHA) effort to create a community health improvement plan (CHIP). The framework aligned multiple community health improvement processes to develop one community health assessment. Priorities included public health accreditation, nonprofit hospital community health needs assessment, health care services master plan, and the San Francisco Health Improvement Partnership. SFDPH is now developing a strategic plan to transparently align the performance measures of their programs and services to the prioritized health outcomes identified by the community partnership in the CHIP. Health Resources in Action (HRiA) is nonprofit public health institute located in Boston that has partnered with health departments and hospitals across the country on community health improvement efforts, including community health assessments, health improvement plans, and agency-wide strategic plans. HRiA uses a community-based participatory approach and has facilitated both local and state level assessments and improvement plans in communities across the country. This session will share lessons learned and best practices to consider for effective implementation of the assessment and improvement planning processes. Case studies will be used to discuss successes, challenges, and sustainable solutions for engaging multi-sector groups to improve population health.

Industry 2

6. **① How to Operationalize and Align Your Organization's Workforce Development Plan to Achieve Desired Results**

*John Moran, Public Health Foundation*

*Amanda McCarty, West Virginia Department of Health and Human Services*

Aligning strategies, plans, and activities within an organization is important for achieving maximum impact. The Public Health Accreditation Board (PHAB) requires health departments seeking accreditation to develop a community health assessment, community health improvement plan, strategic plan, quality improvement plan, workforce development plan, and a performance management system. Alignment across these and other types of activities is important for assuring success and achieving desired outcomes.

This session is designed to help participants align their various strategies, plans, and activities to achieve desired outcomes. Focus will be placed on aligning the workforce development plan with other plans, assessments, and systems. An example from the West Virginia Health Department will be presented.

Participants will also have an opportunity to learn about a quality improvement tool that can assist with developing, operationalizing, and aligning an organization's workforce development plan.

4:00 – 4:15

Break

**4:15 – 4:45**

Great Room I

**Reflections and Closing Plenary**

Participants will be asked to reflect on the best resources, tools, and tips of the day. The vast public health experience of this group of training participants will be quantified and recognized.

7:30 – 8:30

Breakfast

8:30 – 10:00

Studio 1

## SKILL BUILDING SESSIONS II

1. **12 Developing Useful & Practical Performance Measures (Part I\*)**

*Thomas Chapel, Clay Cooksey, Program Performance and Evaluation Office and Anita McLees, Office for State, Tribal, Local and Territorial Support, CDC*

**\*Note: This is a 2-part session spanning both the 8:30-10:00 and 10:30-12:00 sessions. Plan to stay for both parts. Only those who have attended Part I, their session at PHIT 2013 or their webinar may participate in Part 2.**

So often, we choose our performance measures because someone tells us what to measure in advance or we default to “what we can collect.” Yet, neither of these approaches serves us if we want performance measures to feed a cycle of continuous program improvement. This session will provide some practical guidance on how to gain clarity and consensus on your program—its activities and its intended outcomes— by learning how to define a simple program roadmap. This session will also address how to use that clarity to make intelligent choices about what to measure, how to measure it, and how to ensure data from measures is put to use. We’ll apply the teaching points to some illustrative examples and work some simple case examples.

Studio 6

2. **12 Telling Your Story** (repeated session)

*Valeria Carlson and Kimberly Wilson, Office for State, Tribal, Local and Territorial Support, CDC*

A well-told story is extremely valuable to program growth and sustainability. In this interactive session, participants will learn principles of good communication and where to find resources for writing stories. They will also use two templates, a storyboard and a briefing sheet, to draft a story based on one of their own projects. The methods discussed in this session may be appropriate for developing stories to share with health department leadership, professional colleagues, and the general public.

Great Room 2

3. **2 Performance Management System: From Prioritization to Policy**

*Donna DeRoo and Allison Hensleit, Central California Center for Health and Human Services*

This skill building workshop will highlight the use of the San Joaquin Valley Public Health Department performance management tool, as well as leadership and staff engagement, performance management development and prioritization, and lessons learned along the way. This performance management tool was built and is used through Microsoft Excel. Participants will also hear directly from the health department practitioner using the performance management tool. Participants will learn how to develop, define, and prioritize performance measures and increase their understanding of how a performance management tool operates. This session will also share how a performance management system can inform a systems thinking approach as it relates to the department’s strategic plan, community health improvement plan, a quality improvement plan, and ultimately, public health accreditation.

Studio 5

4. **12 Using the Prevention Status Reports to Advance Evidence-Based Public Health**

*Teresa Daub and Garry Lowry, Office for State, Tribal, Local and Territorial Support, CDC*  
This session will provide a hands-on look at CDC's recently released 2013 Prevention Status Reports (PSRs). The PSRs highlight—for all 50 states and the District of Columbia—the status of certain policies and practices designed to prevent or reduce 10 of the nation's most important public health problems. Based on a two-page worksheet, the PSR Quick Start Guide will help you use the PSRs to identify actions that your state can take to increase the use of evidence-based public health practices. This session will provide an overview of the PSRs along with tools and resources to help you integrate this information into your public health planning, priority setting, and communication activities.

Great Room I

5. **2 Public Health Accreditation Board (PHAB) Site Visit Insights- Views From Those Who Have Seen It All!**

*Marita Chilton, Public Health Accreditation Board*  
*Mary Kushion, Mary Kushion Consulting*  
*Dana Webb Randall, Commanche County Health Department*

The goal of this session is to provide participants with an understanding of what to expect during a PHAB site visit. The session will be led by an accredited health department, a site visitor, and a PHAB accreditation specialist. Each presenter will give their unique perspectives on how to best prepare for the site visit and how the work that is done prior to the visit can be beneficial to the process.

10:00 – 10:30

Break

10:30 – 12:00

Studio I

**SKILL BUILDING SESSIONS III**

1. **12 Developing Useful & Practical Performance Measures (Part 2)**

*Thomas Chapel, Clay Cooksey, Program Performance and Evaluation Office and Anita McLees, Office for State, Tribal, Local and Territorial Support, CDC*

**\*Note: This is a 2-part session spanning both the 8:30-10:00 and 10:30-12:00 sessions. Only those who have attended Part I, their session at PHIT 2013 or their webinar may participate in Part 2.**

So often, we choose our performance measures because someone tells us what to measure in advance or we default to “what we can collect.” Yet neither of these approaches serves us if we want performance measures to feed a cycle of continuous program improvement. This session will provide some practical guidance on how to gain clarity and consensus on your program—its activities and its intended outcomes— by learning how to define a simple program roadmap. This session will also address how to use that clarity to make intelligent choices about what to measure, how to measure it, and how to ensure data from measures is put to use. We'll apply the teaching points to some illustrative examples and work some simple case examples.

Great Room 2	<p>2. <b>② Building and Sustaining a Culture of Quality Improvement in Health Departments</b> (repeated session)  <i>Erinn Monteiro, National Association of County and City Health Officials</i>  <i>John Moran, Public Health Foundation</i></p> <p>The public health field is a dynamic, continually changing environment with new health issues emerging every day. In recent years, quality improvement (QI) has been introduced to and embraced by the field of public health as a means to achieve efficiencies and improve quality of services during a time of tough economic and political pressures. In this interactive session, participants will discuss what it means to have a culture of QI and explore strategies to cultivate and sustain this culture. Participants will also assess where their agency is with respect to cultivating a QI culture, learn how to grow and sustain their QI culture, and identify challenges they will have along this journey. Participants interested in using QI in their agencies but unsure of how to build upon and sustain the early stages of a QI culture will walk away from this session with an understanding of how to overcome barriers, maintain progress, manage change, and continuously sustain improvements.</p>
Great Room 1	<p>3. <b>② Helping You Prepare: Tips for Being a Successful Public Health Accreditation Board (PHAB) Applicant</b>  <i>Marita Chilton and Jennifer Jimenez, Public Health Accreditation Board</i></p> <p>The accreditation decision is based on the documentation submitted for review by site visitors. How to assess, select, and prepare documentation is a skill that everyone involved in the accreditation process will use. After an overview of PHAB requirements and initial process steps, participants will sharpen their abilities in a hands-on exercise of assessing sample documents against the requirements of the Standards and Measures and hear tips from PHAB Accreditation Specialists about preparing the selected documentation for upload in e-PHAB.</p>
Studio 6	<p>4. <b>⑫ Telling Your Story</b> (repeated session)  <i>Valeria Carlson and Kimberly Wilson, Office for State, Tribal, Local and Territorial Support, CDC</i></p> <p>A well-told story is extremely valuable to program growth and sustainability. In this interactive session, participants will learn principles of good communication and where to find resources for writing stories. They will also use two templates, a storyboard and a briefing sheet, to draft a story based on one of their own projects. The methods discussed in this session may be appropriate for developing stories to share with health department leadership, professional colleagues, and the general public.</p>
12:00 – 1:15	Lunch
1:15 – 2:15 Great Room 1	<p><b>PHIT to Take Action! What to Know from CDC and PHAB for Today and Tomorrow</b>  <i>Judith Monroe, Office for State, Tribal, Local and Territorial Support, CDC</i>  <i>Leslie Beitsch, Public Health Accreditation Board, Chair of the Board of Directors, Florida State University College of Medicine</i></p> <p>How does CDC continue to support performance improvement efforts? What is the difference between PHAB Standards &amp; Measures 1.0 versus 1.5? Find out CDC's and PHAB's responses to these questions directly from Judy Monroe and Les Beitsch during this session designed to provide you support to implement your improvement actions. Last but not least, get the Top Ten Things Not to Do if you want to become PHAB accredited (and helpful tips to avoid them).</p>